LegalAid
EST. 1974 SASKATCHEWAN

2014 - 2015
ANNUAL REPORT

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Legislative Mandate

The *Legal Aid Act* and *The Legal Aid Regulations* provide the legislative mandate for The Saskatchewan Legal Aid Commission, also known as Legal Aid Saskatchewan (LAS).

Vision

Fair, balanced and respectful justice for the people of Saskatchewan.

Mission

We provide accessible and professional legal services in criminal and family law to eligible people.

Values

We are:
Accessible – We strive to serve those who need us.
Collegial – We work together for a common purpose.
Compassionate – We empathize and care within professional boundaries.
Ethical – We act with integrity and respect.
Fair – We treat people fairly and fight to have our clients treated fairly by the justice system.
Independent – We are an independent, yet integral, part of the justice system.
Professional – We are committed, skilled and responsible.

Measures of Success

Client Focused Service – We know LAS is successful when those who need us can access our services consistently regardless of their circumstances.

Quality of Service – We know LAS is successful when we consistently provide to each of our clients high quality service that is in line with our organizational values.

Healthy Organization – We know that LAS is successful when we are a healthy organization characterized by strong leadership, fiscal and resource management, robust employee wellness and vision for the future.

Services

Full legal services are provided in adult and youth criminal matters and family law to financially eligible clients if the matter falls within LAS's range of service and has a reasonable prospect of being resolved.

Duty Counsel Service is provided to in-custody clients, regardless of financial status, at the 80 provincial court points.

Legal advice, through the "Brydges Line" is available to those arrested or detained, regardless of financial status.

Summary advice and information may be provided to anyone by a LAS lawyer about a wide range of matters if they involve no more than a brief interview or telephone call.

Financial Eligibility

Applicants are financially eligible for service if:

- They are receiving income from Social Assistance, Band Assistance or the Saskatchewan Assured Income for Disability programs; or
- Their financial resources are at Social Assistance levels; or
- The costs of obtaining the services from a private lawyer would reduce their financial resources to Social Assistance levels.

Client Demographics

General

- 27% of all of applicants are female - 73% male
- 21% of criminal applicants are female - 79% male
- 73% of family applicants are female - 27% male
- 75% of all applicants have no dependents, while 21% have between 1 and 3 dependents

Aboriginal

- 72% of applicants have self-identified as Aboriginal
- Of those who self-identified as Aboriginal, 56% applied for criminal matters, 12% for family matters and 32% received duty counsel services
- 23% of Aboriginal applicants are female

Residence

- At the time of application, 22% of applicants lived in Saskatoon, 18% in Regina and 8.3% in Prince Albert
- Of the remaining 51.7%, 10% were from other cities such as Moose Jaw, Swift Current, Battlefords, Lloydminster, Meadow Lake, Melfort, Yorkton and Estevan. The remaining 41.7% of applicants were from towns and other rural and remote locations.
- The highest number of applicants from remote court points are from La Ronge (337) and La Loche (294).

Staff Profile

Legal Aid Saskatchewan uses a staff-lawyer delivery model for providing legal services to most of its clients. In 2014/15, staff lawyers handled 91% of the full-service cases with private bar lawyers handling the remainder, usually due to conflicts of interests with local Legal Aid lawyers. At March 31, 2015 LAS had 165 staff positions located in 15 offices throughout the province. A complete list of offices is available on the back cover of this report.

LAS has a unionized workplace with 85.6% of the staff represented by CUPE Local 1949. Managerial and out-of-scope staff comprise the remaining 14.4%.

LAS is committed to hiring practices that will assist our organization in meeting the employment equity goals set by the Saskatchewan Human Rights Commission (SHRC) as follows:

SHRC Desired Employment Profile	LAS Employment Profile
14% of staff self-declared as Aboriginal	14.7% of staff self-declared as Aboriginal
12.4% are persons with disabilities	6.5% are persons with disabilities
46% of all lawyers and management are women	45% of all lawyers and management are women
6.6% are visible minorities	4.7% are visible minorities

Her Honour
The Honourable Vaughn Solomon Schofield
Lieutenant Governor of the
Province of Saskatchewan

May It Please Your Honour:

I have the pleasure to transmit to your Honour the Annual Report of The Saskatchewan Legal Aid Commission for the year ending March 31, 2015.

Respectfully submitted,

Gordon Wyant Q.C.,
Minister of Justice and Attorney General

THE HONOURABLE GORDON WYANT, Q.C.
MINISTER OF JUSTICE AND ATTORNEY GENERAL
PROVINCE OF SASKATCHEWAN

Dear Mr. Wyant:

It is my pleasure to forward to you the Annual Report of The Saskatchewan Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of the Commission in the 2014-2015 fiscal year.

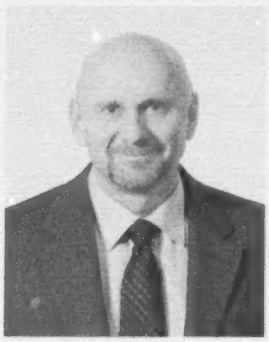
Respectfully submitted,

W. Brent Gough, Q.C.
Chairperson

Members from April 1, 2014 to March 31, 2015

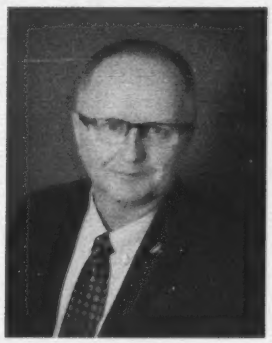
The *Legal Aid Act* provides for the appointment of ten Commissioners – two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Ministry of Justice appointed by the Minister of Justice and Attorney General, and one member who is an employee of the Ministry of Social Services appointed by the Ministry of Social Services.

W. BRENT GOUGH, Q.C.
Chair, Saskatoon
Appointed by the Lieutenant Governor in Council

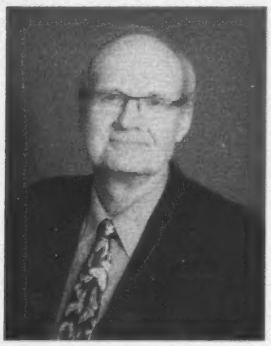


JAY WATSON
Vice-Chair, Saskatoon
Appointed by the Law Society of Saskatchewan

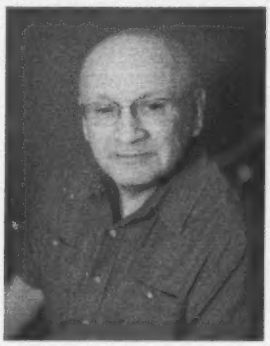
AMANDA DODGE
Saskatoon
Appointed by the Law Society of Saskatchewan



GLEN GARDNER
Regina
Appointed by the Ministry of Justice



KEARNEY HEALY, Q.C.
Saskatoon
Appointed by the Lieutenant Governor in Council (Beginning February, 2015)

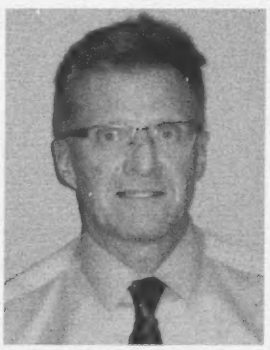


IRWIN HENNIE
La Ronge
Appointed by the Lieutenant Governor in Council

KATHLEEN MAKELA
Saskatoon
Appointed by the Lieutenant Governor in Council

SANDRA PELLETIER
Ile a la Crosse
Appointed by the Lieutenant Governor in Council

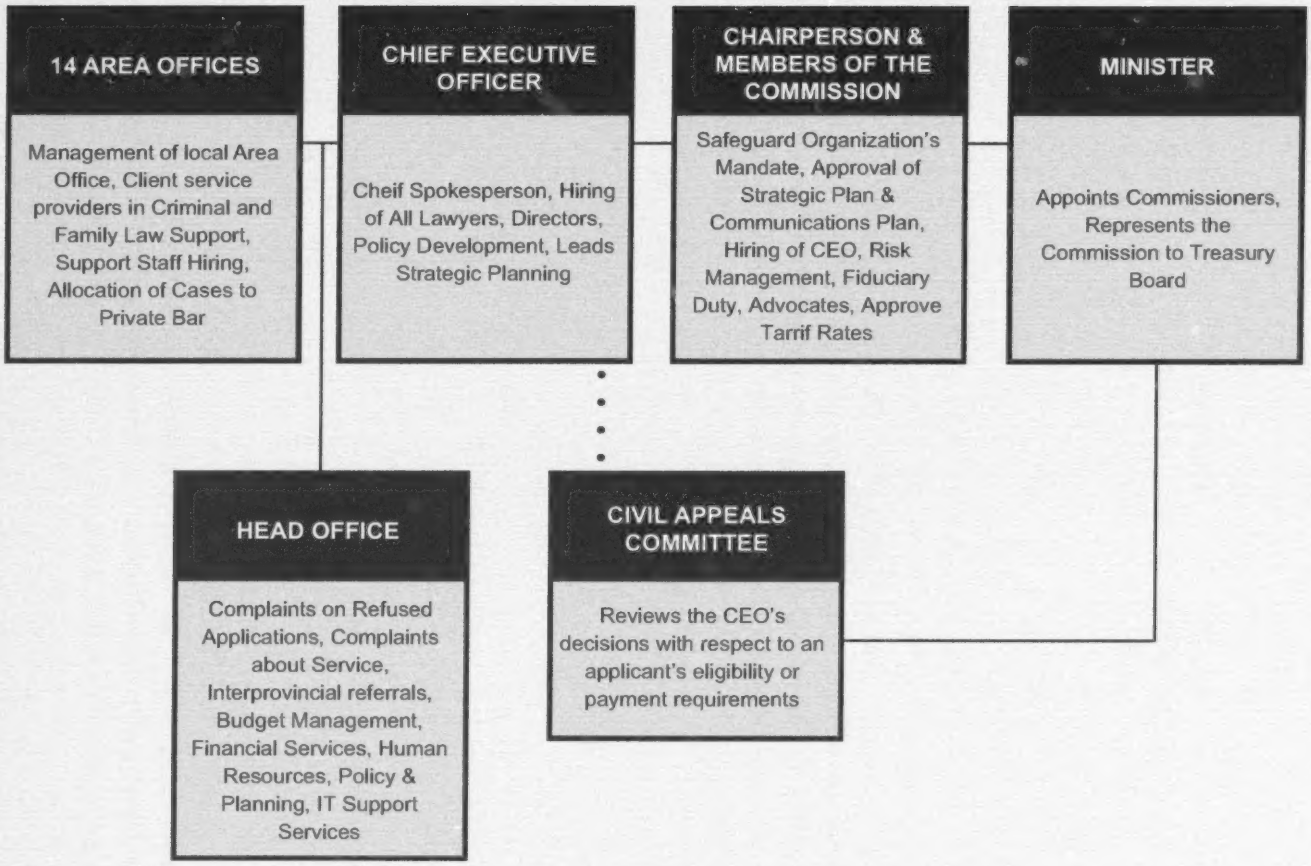
JOANNE ROY
Beauval
Appointed by the Lieutenant Governor in Council



GARRY PREDIGER
Regina/Saskatoon
Appointed by the Ministry of Social Services

ALMA WIEBE, Q.C.
Saskatoon
Appointed by the Lieutenant Governor in Council (until February, 2015)

ORGANIZATIONAL STRUCTURE


14 AREA OFFICES
Management of local Area Office, Client service providers in Criminal and Family Law Support, Support Staff Hiring, Allocation of Cases to Private Bar
CHIEF EXECUTIVE OFFICER
Cheif Spokesperson, Hiring of All Lawyers, Directors, Policy Development, Leads Strategic Planning
CHAIRPERSON & MEMBERS OF THE COMMISSION
Safeguard Organization's Mandate, Approval of Strategic Plan & Communications Plan, Hiring of CEO, Risk Management, Fiduciary Duty, Advocates, Approve Tarrif Rates
MINISTER
Appoints Commissioners, Represents the Commission to Treasury Board
HEAD OFFICE
Complaints on Refused Applications, Complaints about Service, Interprovincial referrals, Budget Management, Financial Services, Human Resources, Policy & Planning, IT Support Services
CIVIL APPEALS COMMITTEE
Reviews the CEO's decisions with respect to an applicant's eligibility or payment requirements

CRAIG W.J. GOEBEL, CEO

This will be my fourth report.

At the close of Legal Aid Saskatchewan's 40th year of serving the people of Saskatchewan, I wish to thank those who deservedly require the expression of my and the organization's gratitude for their commitment, understanding and good counsel - the Commissioners, among whom Brent Gough, Q.C., our Chairperson, has been most generous in giving his time and advice; our Ministry of Justice members and liaisons, Glen Gardner and before him Rod Crook and our Ministry of Social Services member, Garry Prediger.

We are pleased to have added new Commissioners, Ms. Kathleen Makela from Saskatoon; Ms. Sandra Pelletier from Ile-a la-Crosse and Ms. Joanne Roy from Beauval, appointed by the Government; Mr. Irwin Hennie, from La Ronge, was reappointed by the Government for a second term. The Law Society appointed Ms. Amanda Dodge, of Saskatoon, to replace Ron Kruzeniski, Q.C.. The Government appointed Kearney Healy, Q.C. to replace Ms. Alma Wiebe, Q.C.. She served two terms, always offering thoughtful and useful advice, with good humour; thank you, Ms. Wiebe.

Certainly thanks go to the staff and directors at Head Office for their efforts and to all the employees and our colleagues who serve their clients so well. Several of the Legal Directors, who manage the offices, have taken on organizational activities and a number of our private bar lawyers have helped us in respect of program and process improvement.

We appreciate the help and support from the Ministry of Justice, in particular, the Minister of Justice, Gordon Wyant, Q.C. and the Deputy Minister, Kevin Fenwick, Q.C..

During the past year, we have embarked on several initiatives that will help the organization better fulfill its mandate. There has been an existential review of our vision, mission and values, into which employees and the Commissioners provided their comments; the strategic plan, started last year by the Directors, into which staff and the Commission have had input, is being implemented through action programs. Reviews of operational and financial processes are being undertaken, to improve our work efficiency and work sharing.

An employee engagement survey was completed in follow-up to the first one done in late 2012, which generally shows upward trends; the results are being shared with staff. The staff has expressed desire for our organization to work on its teamwork, innovation, communication, training, administration and management. Responses will be worked out with their help and incorporated into actions to fix problems and enhance procedures, etc.

These ambitious efforts are designed to take us through the next few years, during which we will continue to improve our client focus and the quality and the outcomes of our services in adult and youth criminal representation; duty counsel service; and family law, including responding to child apprehension matters.

There were movements out of and into Legal Aid Saskatchewan in the last year; we thank those who left for their sincere efforts and welcome those who have arrived with the wish that they enjoy their new work. We offer the newcomers a chance to contribute to our collegial workplace and add their ideas for bettering our work environment. Their names are noted in the table below.

The purpose of providing "legal aid" for people who cannot acquire legal representation by their own resources is essentially to help balance the scale of justice between the "might" of the state and less-endowed people accused of crimes and parents in child apprehension matters as well as to help spouses and parents quickly find long-term solutions for their family problems and in the best interests of any children. This means that "legal aid" is fundamental to (all) people in the justice system and their matters being treated fairly. So, looking to build on Legal Aid Saskatchewan's successes and to continue to serve the people of Saskatchewan during the next 40 years, all who participate in and benefit from "legal aid" need to be mindful that our raison d'etre needs to be respected and fostered.

Employees Who Retired in 2014/15

- Colleen Covert
- Grant Sudom

New Employees in 2014/15

- Antar Agil
- Andrew Appolloni
- Jane Basinski
- Bradley Bellmore
- Jonathan Bodvarson
- Ramona Brass
- Ambika Chaukla
- Erin Dunsmore
- Wrahnda Eichorn
- Ransiri Fernando
- Nathan Forester
- Joelle Graham
- Valerie Harvey
- Chelsey Karakochuk
- Olenka Lenyk
- Michelle Lorenzo
- Haley Lovenuk
- Kristin MacLean
- Danielle McIntyre
- Neil McPhee
- Cara-Faye Merasty
- Josh Seib
- Jonathan Stockdale

Through strategic planning, LAS had identified three measures of success which allow and require us to reflect on whether we are fulfilling our mandate. The measures, their definitions and the associated data are outlined on the following pages.

CLIENT-FOCUSED SERVICE

We know LAS is successful when those who need us can access our services consistently regardless of their circumstances.

Connection to Mandate: *The Legal Aid Act* 6(1)(b); 7(a); 7(c)

Definition

- Waiting times for clients to connect with a lawyer for their first appointment
- Number and relative proximity of physical access points for clients
- Appropriate proportion of family and criminal law full-service cases
- Number of lost clients

The wait time for a client to see a lawyer for the first time continues to vary depending on the type of file (criminal or family), the time of year and the Area Office (Table 1). Reducing wait times is a key strategy identified in our strategic plan which was approved this year.

Table 1:
Average Wait Times for the First Meeting with a Lawyer

	At May 2015	At May 2014	At May 2013
Criminal Adult	2.8 weeks	3 weeks	2.6 weeks
Criminal Youth	2 weeks	2.4 weeks	2.4 weeks
Family Matters	3.1 weeks	3.2 weeks	3.9 weeks

As in previous years, approximately 85% of Saskatchewan residents live within an hour driving time of an LAS office or frequently-visited court point. This year, in order to increase access for applicants, we adopted new procedures allowing for expanded access to telephone applications, and launched an online application process. Approximately 500 applications were received online this year, with two-thirds of the applicants being deemed eligible for legal aid services.

The proportion of one family full-service case to every four criminal full-service cases has remained constant over the past four years.

"Lost" clients are those individuals who lose touch with LAS or fire their LAS lawyer before their matter has been completed. They are divided into two categories: **discontinued** applicants who either fail to complete the application process or fail to attend their first scheduled meeting with a lawyer; and **client abandoned** clients who have attended at least one meeting with a lawyer and then either lose contact with LAS or fire their lawyer.

Figure 1: Discontinued Applicants

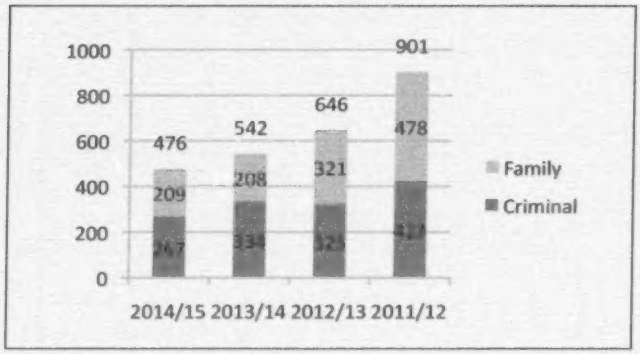
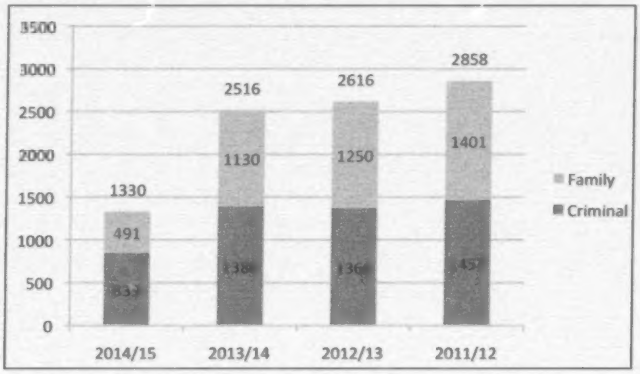


Figure 2: Client Abandoned Files



FINANCIAL ELIGIBILITY GUIDELINES REVISED

On July 1, 2014, LAS released revised financial eligibility guidelines for applicants who are not on social or band assistance. Key changes to the guidelines include increases to the levels for families with one, two or three children and the addition of a single senior category. LAS also reactivated our contribution policy which allows individuals with income levels slightly above the guidelines to access Legal Aid services for a modest fee of $40. Regularly paid maintenance and/or support payments and child care expenses are now deducted from income. A separate set of guidelines reflecting higher eligibility thresholds for Northern residents was also updated.

Applicants receiving band or social assistance continue to be automatically financially eligible for service as are all youth clients.

As a result of the revisions to the guidelines, between July 1, 2014 and March 31, 2015, LAS accepted **414** applications from individuals who previously would have been financially ineligible for Legal Aid services. Of those individuals, 55 were assessed a contribution.

QUALITY OF SERVICE

We know LAS is successful when we consistently provide, to each of our clients, high quality service that is in line with our organizational values.

Connection to Mandate: *The Legal Aid Act* 6(1)(f); 7(d)

Definition

- Appropriate number of cases per office
- Appropriate number of cases per lawyer
- Appropriate level of professional development for staff
- Number of complaints received

Table 2: Full-Service Applications Received

	2014-2015	2013-2014	2012-2013	2011-2012
Criminal	13,538	14,360	15,370	16,878
Family	3,951	3,676	4,068	4,872
Total	**17,489**	**18,036**	**19,438**	**21,750**

Table 2 shows the number of applications for full-service representation in criminal or family law matters. It does not include duty counsel service, duty counsel advice or summary advice. These applications may be discontinued (not completed), denied, farmed out to a private bar lawyer, sent to a Legal Aid plan in another province or opened by a staff lawyer.

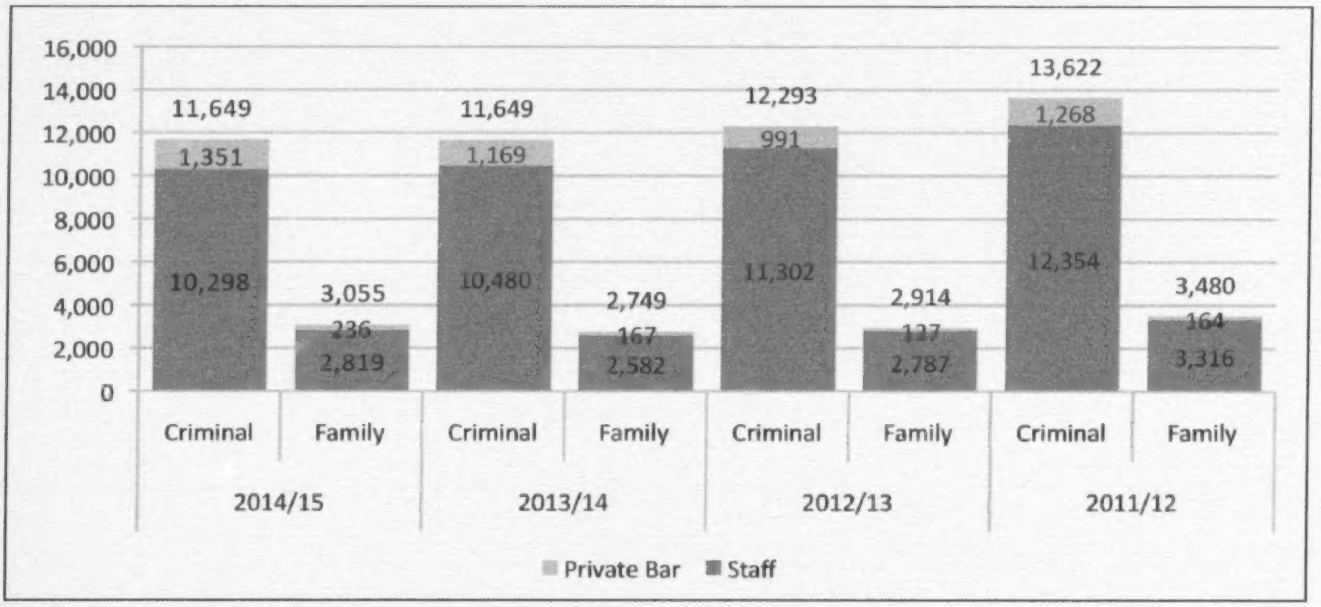
Complaints are submitted to the CEO if an applicant has been denied service by an Area Office and feels there was an error in determining their eligibility. Reassessments of eligibility are done by the Area Offices.

Table 3: Full-Service Applications Denied

		2014/15	2013/14	2012/13	2011/12
Denied Applications	Criminal	1,621	1,725	2,043	2,135
	Family	683	657	760	818
	Total	**2,304**	**2,382**	**2,803**	**2,953**
Complaints Reviewed by CEO / Civil Appeals Committee	Criminal	497	611	This breakdown was not performed in previous years.	
	Family	170	201		
	Total	**667**	**812**	**794**	**811**
Accepted	Criminal	136	94	This breakdown was not performed in previous years.	
	Family	60	62		
	Total	**196**	**156**	**163**	**134**

The following table 5 and figure 3 show the number of files opened and worked on by staff and private bar lawyers. These files may be completed or abandoned if the client loses contact or fires their counsel. A small number of files may also be denied if a client becomes financially ineligible or the client-solicitor relationship breaks down.

Figure 3: New Full Service Cases Opened in the Fiscal Year

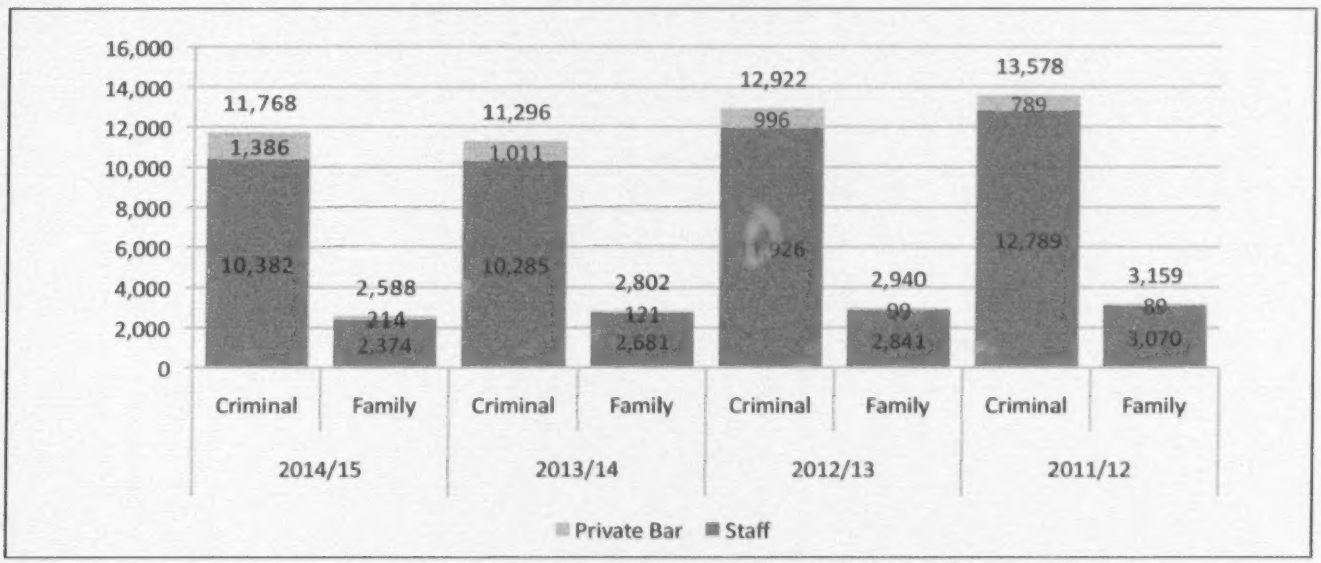


Files in specialty courts have been removed from previous years' figures. Please see Table 9.

Table 5: Full-Service Files Opened by Area Office in Fiscal Year								
	2014 - 2015		2013 - 2014		2012 - 2013		2011 - 2012	
	Criminal	Family	Criminal	Family	Criminal	Family	Criminal	Family
Battlefords	1,238	114	1,361	93	1,335	120	1,625	133
Head Office	11	4						
Meadow Lake	814	106	865	66	1,190	156	1,241	190
Melfort	494	75	492	70	522	107	471	102
Moose Jaw	330	170	260	104	313	160	348	156
Northern	1,185	188	1,299	207	1,341	149	1,079	163
Prince Albert	1,300	283	1,299	225	1,352	222	2,075	432
Regina City	1,146	519	1,267	416	1,316	523	1,379	628
Regina Rural	799	322	803	345	778	330	863	365
Saskatoon City Criminal	1,325		1,124		1,498		1,628	
Saskatoon City Family		543		531		573		583
Saskatoon Rural	469	133	441	138	382	119	401	137
South East	287	95	253	100	245	91	289	108
Swift Current	134	79	189	99	168	55	176	88
Yorkton	766	188	827	188	862	182	779	231
Staff	10,298	2,819	10,480	2,582	11,302	2,787	12,354	3,316
Private Bar	1,351	236	1,169	167	991	127	1,268	164
Total	**11,649**	**3,055**	**11,649**	**2,749**	**12,293**	**2,914**	**13,622**	**3,480**

Files in specialty courts have been removed from previous years' figures. Please see Table 9.

Figure 4: Full Service Cases Closed in the Fiscal Year



Files in specialty courts have been removed from previous years' figures. Please see Table 9.

Table 7:
Full-Service Cases Closed by Each Area Office in the Fiscal Year

	2014 - 2015		2013 - 2014		2012 - 2013		2011 - 2012	
	Criminal	Family	Criminal	Family	Criminal	Family	Criminal	Family
Battlefords	1,265	86	1,385	119	1,412	122	1,625	102
Head Office	5	2	1					
Meadow Lake	788	65	793	108	1,094	184	1,353	206
Melfort	452	76	492	73	716	150	508	125
Moose Jaw	298	127	284	118	298	143	346	94
Northern	1,274	190	1,453	231	1,342	149	1,216	191
Prince Albert	1,179	218	1,319	259	1,340	166	1,951	237
Regina City	1,082	428	1,134	407	1,314	499	1,532	754
Regina Rural	785	289	805	336	869	355	824	387
Saskatoon City Criminal	1,705		1,180		1,639		1,723	
Saskatoon City Family		433		554		549		525
Saskatoon Rural	440	108	404	129	382	120	580	154
South East	237	101	288	100	374	128	257	108
Swift Current	135	73	179	65	144	70	178	83
Yorkton	737	178	568	182	1,002	206	696	104
Staff	10,382	2,374	10,285	2,681	11,926	2,841	12,789	3,070
Private Bar	1,386	214	1,011	121	996	99	789	89
Total	**11,768**	**2,588**	**11,296**	**2,802**	**12,922**	**2,940**	**13,578**	**3,159**

Files in specialty courts have been removed from previous years' figures.

Table 6:
New Opened Files Per Lawyer/Legal Director FTE

2014-2015	2013-2014	2012-2013	2011-2012
239	227	236	258

This is a normalized number generated using the following information. A full-service criminal file is counted as 1. A full-service family file is counted as 2 due to the longer amount of time generally required to complete family files. A duty counsel service file is counted as 0.5 due to the short nature of the service. A file in specialty court is counted as 0.67 as it sometimes requires more work than a duty counsel file but usually less work than a full-service file. For each fiscal year, the number of open files for the organization are counted and then divided by the number of lawyer and legal director FTE. The number of FTEs has been constant for the past three years at 84. In 2011-2012, there were 83.

Table 8:
Duty Counsel Service Files Opened by Area Office in Fiscal Year

	2014-2015	2013-2014	2012-2013	2011-2012
Battlefords	248	3		3
Meadow Lake	222	13		1
Melfort	46	19	1	5
Moose Jaw	79	7	1	1
Northern	289	176		1
Prince Albert	1,574	1,272	866	11
Regina City	1,604	1,555	1,434	1,424
Regina Rural	9	7	2	4
Saskatoon City Criminal	2,875	2,621	2,503	2,410
Saskatoon Rural	63	70	29	1
South East	54	18	19	0
Swift Current	57	16	15	14
Yorkton	189	42	1	5
Total	**7,309**	**5,819**	**4,871**	**3,880**

Files in specialty courts have been removed from previous years' figures. Please see Table 9.

Table 9:
Specialty Court Files Opened in Fiscal Year

		2014/15	2013/14	2012/13	2011/12
Domestic Violence	Battlefords	40	25	26	25
	Regina	474	497	503	503
	Saskatoon	136	132	187	144
Mental Health	Regina	24	14	N/A	N/A
Drug Treatment	Moose Jaw	2	2	2	3
	Regina	15	43	25	29
	Total	**691**	**713**	**743**	**704**

This table includes files opened by any Area Office for the specialty courts held in the indicated locations.

Table 10:
Other Services Provided in the Fiscal Year

	Duty Counsel Advice	Summary Advice
Battlefords	10	7
Meadow Lake	1	0
Melfort	6	1
Moose Jaw	15	116
Northern	0	9
Prince Albert	3	2
Regina City	3	3
Regina Rural	7	18
Saskatoon City Criminal	0	2
Saskatoon City Family	0	0
Saskatoon Rural	0	34
South East	2	211
Swift Current	4	54
Yorkton	7	7
Brydges Line [1]	14,508	0
Total	**14,566**	**464**

[1] *The Brydges Line provides duty counsel advice by telephone to detained persons by contract lawyers. This service is available to all individuals detained for a crime regardless of range of service or their eligibility for the full services of LAS.*

Table 11:
Other Measures of Quality Services

	2014/15	2013/14	2012/13	2011/12
Avg. Prof. Dev. Cost per Lawyer / Legal Director FTE	$989	$1,206	$656	$753
Avg. Prof. Dev. Hours per Lawyer / Legal Director FTE	37.5	32.9	29.5	30.8
Formal Complaints from Clients [2]	35	44	43	67

[2] *Complaints to the Minister of Justice or the Provincial Ombudsperson*

GLADUE REPORT PILOT PROJECT

Last year, Legal Aid Saskatchewan and the Aboriginal Courtworkers Program received funding from The Law Foundation of Saskatchewan to introduce staff lawyers and Aboriginal Courtworkers to the use of Gladue Reports.

This year, LAS has begun a pilot project to produce independent Gladue Reports for young, Aboriginal LAS clients who do not have an extensive criminal record, have a reasonable prospect for rehabilitation and are facing serious charges. The aim of these reports is to support the argument for a non-custodial sentence or a reduced custodial sentence based on special cultural considerations and the over-representation of Aboriginal people in jail per R v Gladue (1999) 1 S.C.R. 688. In consideration of the decision in R v Moise, 2015 SKCA 39 (CanLII), LAS considers requests for Gladue reports in Dangerous Offender proceedings.

To date, eight reports have been produced by independent, contracted writers, who are also training and mentoring local Aboriginal people to become writers and submitted by LAS lawyers to the Courts, with seven more currently in process. At the end of the year, an independent evaluation of the project and the utility of the reports, etc. will be undertaken and reported.

In support of the project, The Law Foundation has also provided initial funding for historical research that will provide a resource from which writers and others can acquire information that will be generally acceptable, viz., of which the Courts can take "judicial notice". This research endeavour will take some time to complete. Until the assembly of a reference base, when preparing a report, the writer must do original research into the accused's Nation's and community's long-ago background, which is time-consuming (and contributes substantially to the costs of these reports).

CHANGES TO THE PRIVATE BAR FARMOUT PROCESS

This year, LAS undertook a Lean project to examine the ways that private bar lawyers are contracted and paid to represent clients on behalf of LAS. The project involved staff from Head Office, three Area Offices and two private bar lawyers. Many potential improvements were identified and a majority of these were implemented, including programming changes within our Legal Aid Information Network (LAIN) database, and process changes which reduced the duplication of work. Two key changes were the transfer of responsibility for making the appointments from Head Office to the Area Offices, and the reduction in processing times for invoices from an average of eight weeks to fewer than 30 days.

HEALTHY ORGANIZATION

We know that LAS is successful when we are a healthy organization characterized by strong leadership, fiscal and resource management, robust employee wellness and vision for the future.

Connection to the Mandate: The Legal Aid Governance Manual 1.2(a),(b); 1.3(a), (b),(c),(d),(g)

Definition

- Budget to actual expenditure variance
- Appropriate staff retention rates
- Employee absences
- Employee engagement

The Commission believes that strong management combined with purposeful vision will help our employees deliver the best quality service for our clients, in appropriate amounts given the demands for our services and the resources available.

Source Funding

In 2014/15, LAS received funding from three sources:

- Funds appropriated by the Provincial Government through the Ministry of Justice.
- Grants from The Law Foundation of Saskatchewan for special projects and The Legal Aid Endowment Fund Trust for training.
- Costs awarded by the Court on behalf of clients, interest earned on monies invested and miscellaneous receipts.

The Government of Canada reimbursed the Province for some of the Legal Aid expenditures on federal criminal matters (adult and youth). The contribution agreement was renewed in 2012-2013 for five years in the amount of $4.2 million annually.

Table 12:
Variance Between Budgeted and Actual Revenue & Expenditures

	2014/15 Planned	2014/15 Actual
Operating Fund Revenue		
Appropriation	$23,505,000	$23,305,000
Other	$162,664	$191,356
Total	$ 23,667,664	$23,496,356
Operating Fund Expenses		
Direct Legal Service	$23,352,950	$23,277,978
Administration	$704,714	$669,439
Amortization and writedown of tangible capital assets	$20,000	$26,376
Total	$24,077,664	$23,973,793
Excess (Deficiency) of Revenue	($410,000)	($477,437)

LAS utilizes a staff-delivery model for providing legal aid services with over 90% of cases being handled by staff lawyers. This differs from other provincial legal aid plans, such as Manitoba whose staff lawyers handle ~50% of cases and British Columbia where private bar lawyers are almost exclusively used. In this fiscal year, 112 private bar lawyers provided services to LAS, in comparison to 91 in the 2013/14 fiscal year.

LAS continues to have a low voluntary turnover rate this year of 3.5% for staff lawyers and 0% for administrative staff. Voluntary turnovers are those that are initiated by the employee and do not include retirements. The retirement rates for lawyers and administrative staff are also very low. Term and casual employees are not included in these rates.

Employee absence rates are a new metric for LAS this year. Absence rates is defined as absences (with or without pay) of an employee from work due to his or her own illness or personal or family responsibility for a period of at least 0.25 day but less than 15 consecutive weeks. (Fifteen weeks being the waiting period for Long-Term Disability claims.) It does not include maternity, adoption, paternity and parental leaves; vacation, EDOs and holidays; long-term disability leave; medical leave equivalent to the elimination period for disability or jury duty.

		2014/15	2013/14	2012/13	2011/12
Voluntary Turnover Rates	Lawyers and Legal Directors	3.5%	3.4%	3.4%	1.1%
	All Other Staff	0%	5.3%	5.2%	3.9%
Retirement Rates	Lawyers and Legal Directors	3.5%	3.4%	3.4%	2.3%
	All Other Staff	1.2%	1.3%	1.3%	2.6%
Employee Absence Rates (Days)	Lawyers	6.6	8.3	6.5	7.0
	Legal Assistants	14.9	17.4	13.5	12.7
	Admin Staff	11.1	9.4	10.4	9.8
	Out of Scope (Head Office Staff & Legal Directors)	11.2	5.5	6.3	6.6

Employee Engagement Survey Undertaken

In January 2015, LAS conducted its second employee engagement survey in partnership with TalentMap, an employment consulting firm. We had a response rate of 77% and an overall positive engagement score of **64%** which is 5% higher than the first survey in 2012. The overall engagement scores of lawyers increased by 10% and of managers by 15% while the overall engagement scores of legal assistants and support staff decreased by 2%.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

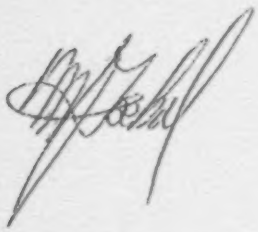
Management is responsible for the preparation of the Commission's financial statements. This responsibility includes maintaining the integrity and objectivity of the Commission's financial records and presenting the financial statements in accordance with Canadian Public Sector Accounting standards.

Management maintains an appropriate system of internal control, including policies and procedures, which provide reasonable assurance that the Commission's assets are safeguarded and that the financial records are relevant and reliable.

To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings.

The members of the Commission have also reviewed the financial statements with representative of management. The members have approved in principle the Commission's financial statements for the year end March 31, 2015.

The Provincial Auditor of Saskatchewan conducts an independent audit of the financial statements. Their examination is conducted in accordance with Canadian generally accepted auditing standards and includes tests and other procedures which allow them to report on the fairness of the financial statements. The Provincial Auditor's Report outlines the scope of the audit and the opinion.



Craig W.J. Goebel
Chief Executive Officer

Jerome Boyko, CPA, CA
Director, Finance and Information Technology

PROVINCIAL AUDITOR
of Saskatchewan

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of Saskatchewan Legal Aid Commission, which comprise the statement of financial position as at March 31, 2015, and the statement of operations and changes in accumulated surplus, statement of changes in net financial assets, and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Saskatchewan Legal Aid Commission as at March 31, 2015, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Judy Ferguson

Regina, Saskatchewan
June 26, 2015

Judy Ferguson, FCPA, FCA
Provincial Auditor

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THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF FINANCIAL POSITION
As at March 31

	2015	2014
Financial Assets		
Cash	$ 2,566,688	$ 3,120,810
Accounts receivable		
Other	20,744	19,418
Total financial assets	2,587,432	3,140,228
Liabilities		
Accounts payable and accrued liabilities		
General	183,015	163,447
Private Solicitors' Fees	1,620,829	1,723,409
Employee Salaries and Benefits	421,372	352,493
Deferred Contributions (note 6)	17,500	38,054
Total liabilities	2,242,716	2,277,403
Net financial assets	344,716	862,825
Non-financial assets		
Tangible capital assets (note 5)	105,757	75,258
Prepaid expenses	174,663	164,490
Total Non-financial assets	280,420	239,748
Accumulated surplus (statement 2)	$ 625,136	$ 1,102,573

Commitments (note 7)
(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN ACCUMULATED SURPLUS
As at March 31

	2015		2014
	Budget (note 10)	Actual	Actual
Revenue			
Ministry of Justice Appropriation	$ 23,505,000	$ 23,305,000	$ 22,779,000
Grants	100,654	109,799	85,004
Other	62,010	81,557	85,765
Total revenue	23,667,664	23,496,356	22,949,769
Expenditures			
Salaries and employee benefits	17,262,643	17,217,271	16,493,119
Central Office administrative (schedule 1)	704,714	669,439	696,152
Area Office administrative and operating expenses (schedule 1)	2,068,081	1,915,406	1,986,411
Provision of legal services	3,012,820	3,167,005	2,630,590
Other legal expenses	203,406	206,910	171,199
Travel	806,000	771,386	809,840
Amortization of tangible capital assets	20,000	26,376	22,046
Total expenditures	24,077,664	23,973,793	22,809,357
(Deficiency) excess of revenue over expenditures for the year	(410,000)	(477,437)	140,412
Accumulated surplus, beginning of year	1,102,573	1,102,573	962,161
Accumulated surplus, end of year (statement 1)	$ 692,573	$ 625,136	$ 1,102,573

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
Year Ended March 31

	2015	2014
(Deficiency) excess of revenue over expenditures for the year	$ (477,437)	$ 140,412
Acquisition of tangible capital assets	(56,875)	(43,486)
Amortization of tangible capital assets	26,376	22,046
	(30,499)	(21,440)
Acquisition of prepaid expenses	(174,663)	(164,490)
Use of prepaid expenses	164,490	157,609
	(10,173)	(6,881)
(Decrease) increase in net financial assets	(518,109)	112,091
Net financial assets at beginning of year	862,825	750,734
Net financial assets at end of year	$ 344,716	$ 862,825

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CASH FLOWS
Year Ended March 31

	2015	2014
Cash (used in) provided by		
OPERATING ACTIVITIES		
Appropriation funds received	$ 23,305,000	$ 22,879,000
Cash received from grants	89,245	40,828
Cash received from other revenue	80,231	84,375
Cash payments for salaries and benefits	(17,158,565)	(16,697,396)
Cash payments for other suppliers	(3,543,573)	(3,632,944)
Cash payments for legal services	(3,269,585)	(2,378,791)
Net cash (used in) provided by operating activities	(497,247)	295,072
CAPITAL ACTIVITIES		
Purchase of capital assets	(56,875)	(43,486)
Net (decrease) increase in cash	(544,122)	251,586
Cash, beginning of year	3,120,810	2,869,224
Cash, end of year	$ 2,566,688	$ 3,120,810

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2015

The Legal Aid Act came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission (Commission). The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

1. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards published by the Chartered Professional Accountants Canada (CPA Canada). The following policies are considered significant:

a) Revenue Recognition

Revenues are recognized in the period in which the transactions or events occurred that give rise to the revenues and when collection is reasonably assured. All revenues are recorded on an accrual basis.

Other revenue is comprised of client contributions, cost recoveries, interest and miscellaneous receipts.

Externally restricted inflows are deferred when restrictions are placed on their use by the contributor, and are recognized as revenue when used for their specific purposes.

Government appropriations are recognized in the period the transfer is authorized and any eligibility criteria is met.

b) Expenses

Expenses are reported on an accrual basis. The costs of services incurred during the year are expensed.

c) Provision of Legal Services Expenditures

Provision of legal services expenditures include amounts billed by private bar lawyers to the Commission and an estimate of amounts of services performed by lawyers but not yet billed to the Commission.

d) Tangible Capital Assets

Capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement, or betterment of the asset. Normal repairs and maintenance are expensed as incurred. The capital assets are reduced annually by an amount representing the consumed cost of the asset calculated on a straight line basis as follows:

Office Equipment and Furniture	14 2/7% per annum
Legal Aid Information Network (LAIN) Development Costs	33 1/3% per annum

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Commission's ability to provide services, or when the value of future economic benefits associated with the tangible capital assets is less than their net book value. The net writedowns (if any) are accounted for as expenses in the statement of operations.

e) Financial Instruments

All financial instruments are measured at fair value upon initial recognition. Cash is measured at fair value. Accounts receivable, accounts payable and accrued liabilities are measured at amortized cost. The Commission does not have any embedded derivatives in host contracts.

2. Financial Risk Management

The management of the Commission mitigates the risks associated with financial instruments with regular reporting to the members of the Commission.

Credit Risk:
Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Commission's exposure to credit risk is from the potential of non-payment of grants or accounts receivable. The credit risk on the receivables is not material as most grants are received from the provincial appropriations and the other receivables are comprised of small amounts from contributions from clients.

Liquidity Risk:
Liquidity risk is the risk that the Commission is unable to meet its financial commitments as they become due. The Commission manages the liquidity risk from the monthly appropriations it receives from the Saskatchewan Ministry of Justice.

Market Risk:
Market risk represents the potential for loss from changes in the value of financial instruments due to changes in the market conditions. The Commission does not have any exposure to market risk.

3. Capital Management

The Commission's objective when managing its accumulated surplus is to ensure adequate resources exist to support the operations and growth strategies of the Commission.

The Commission obtains its funding from provincial appropriations through the Ministry of Justice. The Commission does not have any debt.

The Commission monitors and assesses its financial performance by a monthly variance analysis of actual and yearly projections to approved budget. The budget and variance analysis is approved by the members of the Commission. The management of the Commission also provide an appropriation forecast to the Ministry of Justice.

4. Pension Plan

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense included in salaries and benefits for 2015 amounted to $860,066 (2014 - $836,239).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan. Certain administration expenses of the Plan are initially paid by the Commission and are subsequently refunded by the Plan. As at March 31, 2015 and 2014, the Plan did not owe anything to the Commission.

5. Tangible Capital Assets

Tangible capital assets are comprised of the following amounts:

	Office equipment and furniture	LAIN Development Costs	2015 Total	2014 Total
Opening cost	$ 154,331	$ 321,432	$ 475,763	$ 432,277
Additions during the year	56,875	---	56,875	43,486
Closing Cost	211,206	321,432	532,638	475,763
Opening Accumulated Amortization	79,073	321,432	400,505	378,459
Amortization during the year	26,376	---	26,376	22,046
Closing Accumulated Amortization	105,449	321,432	426,881	400,505
Net book value of Tangible capital assets	$ 105,757	$ ---	$ 105,757	$ 75,258

6. Deferred Contributions and Grants

Deferred operating contributions represent externally restricted grants and contributions for which the related expenditures have not been incurred.

	2015	2014
Balance, beginning of year	$ 38,054	$ 82,230
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	49,335	2,365
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	39,910	38,463
Less: Amounts recognized as revenue in the year	(109,799)	(85,004)
Balance, end of year	$ 17,500	$ 38,054

7. Measurement Uncertainty and Commitments

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Areas where estimates are made include accrued private solicitors' fees and the related provision of legal service expenditures, amortization of tangible capital assets, non-vesting sick leave benefits, and contingent liabilities.

These estimates are based on the best information available at the time of preparation of the financial statements and are reviewed periodically to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements and actual results could differ from those estimates.

The provision for services provided by members of the private bar that have not been billed on outstanding appointments is estimated at year end using a method that incorporates historical average costs and estimated time frames to complete similar cases. In addition to the liability for services provided to March 31, 2015, the Commission estimates $258,979 (2014 - $374,456) will be incurred on approximately 1,052 (2014 - 1,063) outstanding appointments issued to the private bar over and above both the billings paid to date and work performed but not yet billed.

8. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to the Commission by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at agreed upon rates and settled on normal trade terms. Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2015	2014
Expenses	$ 1,822,674	$ 1,860,692
Accounts payable	78,007	39,583
Expense reimbursements	9,494	22,456
Accounts receivable	---	12,744

Each year, the Commission receives 99% of its operating revenue as a government transfer from the Saskatchewan Ministry of Justice recorded as appropriations, and 1% from grants and other sources. The Commission depends on funding from these sources for the continuance of its operations. At March 31, 2015 and 2014, there were no receivables from the Ministry of Justice.

In addition, the Commission pays Provincial Sales Tax on all its taxable purchases. The Commission also received transcripts without charge from the Ministry of Justice, Transcript Services.

During the year, the Commission made payments of $127,242 (2014 - $127,242) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund (Fund) that is set up under the collective bargaining agreement between C.U.P.E. Local1949 (Union) and the Commission. As outlined in the agreement, the Fund is jointly administered by the Commission and the Union through the Labour Management Relations Committee. The Commission provides the Fund with day-to-day administration. The intent of the Fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949. The increased premium costs are initially paid by the Commission, and for the year the Fund reimbursed the Commission $115,006 (2014 - $118,154) for the increased premium costs. At year end, the Fund had a balance of $314,689 (2014 - $275,074). This Fund balance is not included in the Commission's statement of financial position.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

9. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust (Trust). The Trust was established with an endowment to assist in the Commission's mandate by:

a) improving access to justice for persons whose own financial resources are inadequate;
b) enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;
c) providing funds for research in legal and social areas related to legal aid and access to justice; and
d) assisting otherwise in the Commission's mandate in ways not traditionally covered by government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of $2,100,000 (2014 - $2,100,000) has been provided to the Trust and only the net income from the Trust is available for the beneficiaries. The transactions and amounts in the Commission's financial statements related to activities of the Trust at year end are as follows:

	2015	2014
Grants	$ 49,010	$ 37,653
Deferred contributions	17,500	26,600

The Trust has five trustees, three of which are members of the Commission. They include:

- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the Trust at no fee.

10. Budget

These unaudited amounts represent the operating budget approved June 2014 by members of The Saskatchewan Legal Aid Commission.

Schedule 1

THE SASKATCHEWAN LEGAL AID COMMISSION
SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES
Year Ended March 31

	2015		2014
	Budget	Actual	Actual
Central Office Administrative and Operating Expenses			
Leased accommodation	$ 93,155	$ 88,775	$ 91,264
Computer leases, maintenance, and support	109,475	79,496	126,745
Stationery and office supplies	27,100	10,627	13,732
Telephone	16,400	13,094	16,634
Postage	13,700	15,280	13,617
Periodicals	1,800	2,217	2,262
Photocopying	3,300	3,288	3,312
Expenses related to Trust Grant	40,000	44,725	37,653
Expenses related to Law Foundation Grant	60,654	60,789	47,350
Other operating expenses	339,130	351,148	343,583
Total Central Office Administrative and Operating expenses	$ 704,714	$ 669,439	$ 696,152
Area Office Administrative and Operating Expenses			
Leased accommodation	$ 1,376,352	1,059,091	$ 1,138,886
Computer leases, maintenance, and support	159,069	252,154	214,603
Stationery and office supplies	132,900	161,540	176,622
Telephone	103,600	105,853	103,678
Postage	44,300	51,088	43,533
Periodicals	45,200	39,820	43,347
Photocopying	45,700	44,332	44,945
Other operating expenses	160,960	201,528	220,797
Total Area Office Administrative and Operating Expenses	$ 2,068,081	$ 1,915,406	$ 1,986,411

Application
A formal written request for legal assistance. Related legal matters enumerated at the time of application are included on one application. Separate applications are counted for criminal, family, and to a very minor extent, civil and provincial offence matters.

Awaiting Transfer
Those files that were being sent to other Area Offices or to the private bar but had not been approved to do so, as of March 31, 2015.

Brydges Service
Defers to Duty Counsel Advice provided by telephone to detained persons by contract lawyers. This service is available to all individuals detained for a crime regardless of range of service or their eligibility for the full services of LAS.

Client Abandoned
These are files that were closed on or after April 1, 2014 and before March 31, 2015 and a lawyer has provided some level of service to the client. During this time period, the client was responsible for ending the relationship with LAS either by dismissing the lawyer, losing contact or other miscellaneous reasons.

Complaint
Complaints are submitted to the CEO if an applicant has been denied service by an Area Office and feels there was an error in determining their eligibility. Reassessments of eligibility are done by the Area Office.

Completed or Matter Completed
These are files that were closed on or after April 1, 2014 and before March 31, 2015 with the status of Matter Complete. This presumes that the client received the legal services they requested and the matter is now concluded.

Denied
These are applications that were opened as of April 1, 2014 but have been denied legal services as of March 31, 2015. Although most applications are denied at the beginning of the application process, some of these clients may have received legal service from LAS during the active time of their case.

Discontinued
These are applications that were opened with a service date on or after April 1, 2014 and the client received only administrative services from LAS (i.e. application forms, appointments made with lawyers) and did not receive legal services of a lawyer before losing contact with the office. As of March 31, 2015, an administrative decision has been made to close the file as a discontinued application.

Duty Counsel Advice
Immediate advice, by telephone or in person, to arrested or detained persons, irrespective of financial status and provided by a LAS staff lawyer or through the Brydges Service.

Duty Counsel Service
Legal services provided by a lawyer to in-custody individuals where the person has not applied in writing requesting legal aid representation. Duty Counsel Service is provided regardless of financial status and consists of either the entry of a guilty plea or a show cause hearing or negotiating release. If a case is not resolved, the client is encouraged to apply for full-service representation.

Family Matters
Refers to proceedings related to divorce, separation, maintenance, custody/access and other matters of a family law nature. These matters also include child protection proceedings.

Federal Criminal Matters (Adults)
Refers to matters under the Criminal Code of Canada, Narcotic Control Act, Food and Drug Act or other Federal Statutes, if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

Federal Criminal Matters (Youth)
Refers to matters under the Youth Criminal Justice Act.

Financial Eligibility
Refers to the decision made regarding an application based on the applicant's financial information about income and assets; the decision can be in favour of or against eligibility.

Full Service Application
Refers to an application for the full legal services of LAS in criminal and family matters.

Full Time Equivalent (FTE)
Refers to a statistical number that takes into account the number of total hours worked by all employees divided by the maximum number of compensable hours in a work year.

Incoming Reciprocal
These are applications received from another province that were opened up with a service date on or after April 1, 2014 and were transferred to Saskatchewan before March 31, 2015. This occurs solely in family matters and is contingent upon Saskatchewan being the jurisdiction for the matter. Full legal services are provided by LAS pursuant to the Interprovincial Reciprocity Agreement.

Opened Files
These are applications that have been approved on or after April 1, 2014 and before March 31, 2015 and have been worked on by a lawyer during this time frame. As of March 31, 2015, these files may be ongoing, completed or abandoned by the client.

Outgoing Reciprocals
These are applications sent to another province that were opened up with a service date on or after April 1, 2014 and were transferred before March 31, 2015. This occurs solely in family matters and is contingent upon other provinces being the jurisdiction for the matter. Minimal legal service may have been provided by LAS in these situations but often the process is primarily administrative.

Summary Advice
Refers to the provision of legal advice, information or any other type of minimal legal service by a lawyer to an individual involving no more than a brief interview or telephone call.

The Battlefords Area Office
Provincial Building
#L103 -1192 102nd Street
North Battleford, SK S9A 1E9
Phone: 306-446-7700
Fax: 306-446-7598
Toll Free: 1-877-441-4418
Legal Director: Janice Lawrence, Q.C.

Meadow Lake Area Office
Unit #3, 101 Railway Place
Meadow Lake, SK S9X 1X6
Phone: 306-236-7636
Fax: 306-236-7634
Toll Free: 1-800-461-8188
Legal Director: Karen Srodulski

Melfort Area Office
P.O. Box 6500
3rd Floor, 105 Crawford Avenue East
Melfort, SK S0E 1A0
Phone: 306-752-6220
Fax: 306-752-6127
Toll Free: 1-877-424-1901
Legal Director: Rosanne Newman, Q.C.

Moose Jaw Area Office
#113 – 110 Ominica Street West
Moose Jaw, SK S6H 6V2
Phone: 306-694-3700
Fax: 306-694-3738
Toll Free: 1-877-424-1902
Legal Director: Mervyn Shaw, Q.C.

Northern Area Office
Box 5000
Mistasinihk Place,
1328 La Ronge Avenue
La Ronge, SK S0J 1L0
Phone:306- 425-4455
Fax: 306-425-4472
Toll Free: 1-800-667-4095
Legal Director: Kimberly Earing

Prince Albert Area Office
Box 3003, Room 1138, 11th Floor L.F.
McIntosh Building
800 Central Avenue
Prince Albert, SK S6V 6G1
Phone: 306-953-2850
Fax: 306-953-2866
Toll Free: 1-877-424-1900
Legal Director: Andrew Appolloni

Regina City Area Office
#200 - 1871 Smith Street
Regina, SK S4P 4W5
Phone: 306-787-8760
Fax: 306-787-8827
Toll Free: 1-877-424-1897
Legal Director: James Struthers, Q.C.

Regina Rural Area Office
#102 – 2400 College Avenue
Regina, SK S4P 1C8
Phone: 306-787-1141
Fax: 306-787-2316
Toll Free: 1-877-424-1906
Legal Director: David Andrews, Q.C.

Saskatoon City Criminal Area Office
#1053 - Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 306-933-7820
Fax: 306-933-7827
Toll Free: 1-877-424-1898
Legal Director: Valerie Harvey

Saskatoon City Family Office
#155 – Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 306-964-2200
Fax: 306-964-2222
Toll Free: 1-877-324-2200
Legal Director: Kelly Shaw

Saskatoon Rural Area Office
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122 Third Avenue North
Saskatoon, SK S7K 2H6
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Fax: 306-933-7854
Toll Free: 1-877-424-1899
Legal Director: Joanne Khan

South East Area Office
#101 - 1302 3rd Street
Estevan, SK S4A 2V6
Phone: 306-637-4620
Fax: 306-637-4625
Toll Free: 1-877-424-1903
Legal Director: Robert Grimsrud

Swift Current Area Office
3rd Floor, 350 Cheadle Street West
Swift Current, SK S9H 4G3
Phone: 306-778-8272
Fax: 306-778-8307
Toll Free: 1-877-424-1905
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Yorkton Area Office
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Legal Director: David Bright

Head Office
#502 – 201 21st Street East
Saskatoon, SK S7K 0B8
Phone: 306-933-5300
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Chief Executive Officer:
Craig W.J. Goebel
Director of Finance and IT:
Jerome Boyko
Director of Human Resources:
Dona Jones
Director of Planning and
Administration: Kyla Shea
General and Knowledge Counsel:
Bradley Bellmore

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